Research Article

A Descriptive Study on Ethical HR Policies and Practices

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I N F O

A B S T R A C T

Both in the professional world and the academic world, there is a rising interest in modern day business ethics. However, ethical violations continue to occur in the course of business operations, prompting academics and professionals to reevaluate the current state of affairs and devise innovative new approaches to the problem of effectively managing ethics in business organizations. In light of this, although attempts to market ethics are primarily directed on utilizing and developing clear, documented formal mechanisms, the literature argues that alternative tools are equally important and required to accomplish this goal. Due to the significant impact that HRM ethics and practices are believed to have on staff employees, there has been a recent surge in interest in the study of the role that Human Resource Management (henceforth, HRM) plays in promoting ethical behavior in the workplace. In the present paper, we will attempt to provide a comprehensive examination of the role that HRM plays in generating an ethical workplace for the organization.

Keywords: Human Resource Management, Ethical Behaviour, Ethical HR Policies, Ethical HR Practices

Introduction

Recently, there has been a resurgence of interest, not just in the academic world but also in the professional world, in analyzing the significant part that ethics plays in the context of organizations (Feldman, 1996). Recent research (Valentine et al., 2006; Baker et al., 2006; Institute of Business Ethics, 2003) suggests that this role is increasingly being recognized as favorable and advantageous for both the organisational performance of the organization and the performance of the organization on a global scale. Indeed, it has been argued that a greater emphasis on ethics and virtue in organisational decisions and behaviors contributes to a more humanized organisational culture (Melé, 2003), a lower probability of failure due to moral lapses (Melé, 2009), a greater ease in obtaining happiness for the members of the organization (Torralba & Palazzi, 2010) and ultimately, increased value generation, not only by positive attitudes and behavior by internal agents such as employees (Melé, 2009 (Torralba & Palazzi, 2010). In conclusion, ethics may be regarded an asset for business (Garca-Marza et al., 2010) and to the extent that the living of virtue ethics is made evident in organizations, great companies can be believed to be effectively managed (excellent businesses can be thought to be run successfully) (Torralba & Palazzi, 2010). As a result, the adoption of ethics has grown widespread in the business sector (Guillen et al., 2002). This is most likely due to the fact that managers have somehow become aware of the enormous benefits that can be acquired by acting ethically (Treviño & Nelson, 2004).

To this day, not much has been done to conduct an analysis of the role that Human Resource Management (HRM) plays, particularly in connection to the influencing power that HRM practices have on promoting ethics and virtues among employees.

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Codes of ethics, bulletins, memoranda and other clear and formal practices have traditionally been the primary focus of the majority of the formal ethics programmes that have been implemented throughout history. On the other hand, the usage of such mechanisms is usually connected with window-dressing goals. This is definitely owing to the pressures and expectations of society institutions such as government agencies, the media and even trendsetting members of the business community (Weaver et al., 1999). Since these mechanisms may be readily detached from day-to-day organisational activity, Sims and Brinkman (2003) argue that moral failure in corporations is a predictable logical conclusion (Weaver et al., 1999). As a result, ethics programmes should not be centered only on these mechanisms; rather, they should explore additional organisational mechanisms via which employees might actually sense that top management takes ethics seriously. According to Buckley et al. (2001) and Weaver & Trevio (2001), the content of Human Resources (HR) practices as well as the process by which they are developed are believed to be important instruments for communicating the company's desired standards and values. Consequently, these mechanisms could be Human Resources (HR) practices. As a result of this and in an effort to shed light on how HRM may be extremely useful in promoting ethics, the purpose of this study is to seek to understand the role that HR plays in building an ethical workplace.

Shaping an Ethical Workplace Culture

In a utopian workplace, the institutions and interactions all work together to support a set of fundamental values that go beyond individual concerns. When employees are motivated to do what's right, even when it's difficult to do the right thing, core values will drive value-creating initiatives. This will lead to increased shareholder value. Ethics, which may be defined as the values that an organization exemplifies in the objectives, rules and practices it upholds, are at the core of every successful workplace culture. And the quality of the culture of an organization is directly correlated to the quality of the experiences that may be had inside that organization. Our experience of a company is enriched or diminished depending on whether we are employees, consumers, or clients; a good culture enhances our experience, while a poor culture does the opposite.

It should not come as a surprise to us that an ethical workplace culture is linked to increased ethics; this correlation should be expected. According to the findings of certain studies, the culture of an organization is the single most important factor in determining the amount of additional market value that a company will generate for each rupee that its shareholders invest. The ethics that are instilled in an organization's culture have a crucial role in both the production and maintenance of value.

Objective of the Study

Since strong ethics are necessary for the success of any business, the goal of this study is to investigate the most successful means of creating an ethical culture in the workplace.

- What constitutes an ethical workplace, as well as the advantages of striving toward the establishment of such an environment
- Criteria to use while evaluating the culture of your own workplace
- The several avenues that HR professionals may take to mold an ethical culture in the workplace, as well as how these kinds of initiatives fit within the greater framework of human resource management practices

Ethics

Ethics refers to a set of guiding principles that may help us lead fulfilling lives both as individuals and as a group. Ethics include not just work but include recreation, family, education, community, politics and religion as well. We draw our goals from our values. When we are at workplace, our values may be broken down into three categories: personal, organizational and professional. The more complicated our goals are, the more complex it is to articulate our complex values. A significant component of being ethical in the workplace involves not just stating and sharing our values, but also developing those values in order to assess behaviors, policies, people and events.

Employees who can pick up new skills easily and remain flexible in the face of shifting conditions are a valuable asset to any organization. Employees who are morally engaged and who are internally driven learn new things and adjust to changing circumstances more quickly than workers who are ethically disengaged and who are motivated externally. Trust is earned via ethical clarity and trust may help reduce stress in challenging circumstances in the workplace.

The "OODA" loop, which stands for "Observe, Orient, Decide and Act," is a method that may be used to assist individuals in trying circumstances in determining the best action to proceed. This process illustrates how a person or group may notice what is occurring, evaluate the meaning of what is happening, choose the appropriate course of action and then ultimately take action. If the loop moves at too sluggish of a pace, there is a chance of missing out on significant possibilities. When there is a high level of trust between employees and management, the feedback loop moves more quickly, which provides a significant edge over the competition.

A thorough collapse of the OODA loop, on the other hand,

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may lead to a vicious cycle of ethical disengagement, mistrust and "I win/you lose" rivalry inside an organization (such as in the case of an employee work slowdown) and it almost definitely loses value for consumers. Cultures in the workplace that are lacking in ethics often descend into a death spiral and an ethical collapse, which may be a precursor to a financial collapse. In conclusion, businesses that prioritize cultivating good, virtuous ethical cultures get both financial and reputational rewards, including the following:

- Enhanced levels of job satisfaction among workers
- An increase in the degree of legal conformity and adherence to rules
- An increased commitment from the organization.
- A greater level of collaboration
- A higher rate of successful management of change
- An increase in the ability to recruit high-potential personnel
- Reduce the amount of turnover
- Reduction in the expense of medical treatment
- Lower legal risk

Assessing Workplace Culture

Cultures in the workplace might vary greatly from one another. Some people have higher ethical standards than others. The first thing that needs to be done in order to improve a culture is to analyze its existing status. When evaluating ethical cultures, three aspects are taken into consideration: the organization's ethical content, the degree to which ethics are integrated into day-to-day practice operations and the degree to which individuals adhere to ethical standards in their own actions.

Ethical Content

Ethical workplace cultures prioritize a higher priority to self-transcendence values such as caring, compassion, honesty and the obligation to defend the rights of all humans and of nature. Wealth, power, pleasure and renown are examples of self-enhancing values, but these other values take precedence. In point of fact, contrary to the widespread perception, individuals all across the world place a higher prioritize on selfless, ethical values than they do on self-enhancing values. When it comes to conducting business, selflessness means putting the welfare of others ahead of one's own rights. This includes putting an emphasis on providing employees with fair working conditions, equitable pay and promotion opportunities, as well as showing tolerance, compassion, loyalty and honesty in one's interactions with customers, clients and employees. These values, if fostered and supported, serve as the foundation upon which ethical business operations may be constructed in organizations.

Ethical Operations

When we state that one company's culture is "more ethical" than another, we are referring to the degree to which the company's values, processes and rules are able to appropriately handle the many aspects of the company's day-to-day operations. In order to integrate ethics into its daily operations, an ethically suitable workplace culture would make use of important tools including onboarding, performance and promotion processes, restructuring, communications and employee feedback. An organization with a lower ethical standard will fail to resolve the discrepancies that exist between its stated values and the way it ethically conducts its business and it will only make use of a tiny percentage of the tools that are available to mold an ethical culture.

Ethical Individuals

The workplaces in which employees at all levels strive toward self-transcending values and adhere to ethical responsibilities are, by definition, more ethical than those workplaces in which employees strive toward self-enhancing values or violate their ethical commitment. Ethical workplace cultures are formed when there is a combination of ethical content that is grounded in self-expanding values, ethical operations that make full use of all the tools at their disposal and consistency at both the organizational and individual levels.

Building Blocks of an Ethical Workplace

Workers will meet or exceed expectations if they feel that their organization and its leaders are trustworthy, fair and polite and if they believe that the organization's values and practices are ethically justifiable. HR professionals have the ability to mold their practices so that they reflect values that extend beyond themselves, so laying the groundwork for employees to meet the goals of an ethical workplace. Compliance, fairness, trust and an ethical self-concept that is put to use are the four components that must be present in any ethical workplace. Cultivating an ethical workplace culture involves working focused and methodical attention to these elements.

Compliance

Compliance is a term that relates to the organization's standards, values and ethical expectations that have been defined through its management practices. The concept of compliance serves as the bedrock upon which an ethical workplace culture is built. The norms, values and expectations of the organization need to be presented in clear terms so that every work can comprehend them and can link them directly to the actions they do in their employees every day. If employees are unable to comprehend how the values of the company protect its

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mission and improve their personal commitment to that mission, then they are more likely to regard compliance as an annoying add-on rather than as an integral part of their daily lives.

The minimal degree of compliance that is required by law and regulation must be met by all businesses. However, meeting legal compliance requirements is not enough to create an ethical culture in the workplace. Cultures that are effective in the workplace promote compliance by elucidating the norms, values and ethical expectations in a manner that is easily understood by all employees and by communicating these norms, values and expectations in a variety of different methods.

Fairness

When we talk about policies and practices that have an impact on employees and the work they do, we refer to this concept as "fairness." It is possible to build trust in an organization if the employees have the perception that its leaders are fair and just. If, on the other hand, employees perceive that the policies and practices of the organization or those of its leaders are unfair or unjust, then this will lead to mistrust, which will hinder performance. The manner in which managers interact with their staff employees is one of the primary factors that employees use to form opinions about the fairness of a firm and the leaders who run it. They investigate the decision-making process, human relationships, information exchange, remuneration and promotion, as well as the distribution of resources. Concerns about justice are prompted by each of these three factors: procedural justice, interpersonal justice and informational justice. A diminished impression of an organization's overall fairness results from deficiencies in any one of these characteristics or from breaches of those factors.

If the organization upholds ethical values like respect, honesty, accountability, care, compassion and loyalty in its daily operations, then employees will see the culture and the leaders of the company as being fair and just. When employees, on the other hand, perceive that leaders are acting to enhance their own interests, creating unfair policies, or ignoring good policies and procedures that are already in place, employees will not only decide that the firm treats them unfairly but will also withdraw their support for the organization. When employees arrive to work, they bring with them a hardwired expectation of fairness. To summarize, we all want to see justice in addition to receiving our paychecks. The most successful ethical workplace cultures incorporate ethical values into each and every facet of their work in a way that is seamless.

Motive-based Trust

The evaluation that employees carry out on the ethical standing of coworkers and those with whom they come into contact while on the work is what is meant by the term "motive-based trust." Employees are continually revising their evaluations of managers and coworkers based on their experiences of conduct and seen qualities. They place their experience in those individuals whose objectives seem to be ethical. Managers who set an ethical example for their employees by acting ethically will cultivate a trust that is founded on their motives. As a result, their employees will continue to have trust in them even when they behave unethically themselves. The following are some of the most essential qualities that must be had by trustworthy managers:

- A disposition that welcomes constructive criticism
- The capacity to acknowledge ethical transgressions and to accept personal responsibility for them
- The action to seek forgiveness and to make amends, as well as the ability to do so

Table 2. Types of Ethical Culture

	Compliance is required with…	Employees are treated fairly according to the standards of…	Management builds motive based trust by…	Formation of an ethical working self-concept by all employees is…
Virtuous workplace culture	Law & self-transcending ethical values tied to firm's value-creating competencies	Law & self-transcending values tied to firm's value-creating competencies	Evaluating all managers on trust-building behaviors & attributes	Actively fostered and facilitated
Positive workplace culture	Law & self-transcending ethical values	Law & self-transcending ethical values	Encouraging & supporting all managers to model ethics	Encouraged
Compliant workplace culture	Law & social convention	Law & social convention	Chance & ad hoc interactions	Nor activated

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When managers and leaders are strong role models when they display universal ethical values -employees will meet expectations and even go above and beyond to put in additional time and effort to ensure the organization's success in achieving its goals. The most successful ethical workplace cultures deliberately and continuously promote trustworthiness in managers and leaders by promoting and even enforcing good role-modeling and relationship building.
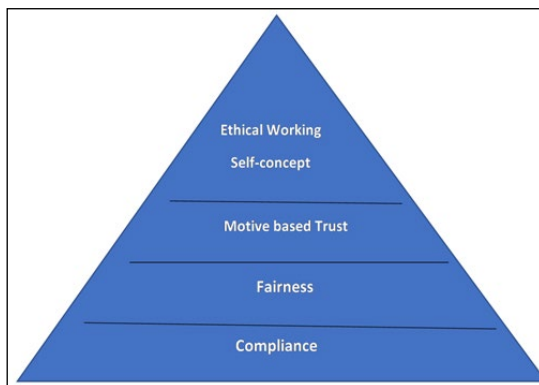

Figure 1.Four Building block Ethical Culture

Ethical Working Self-concept

The term "ethical working self-concept" refers to the extent to which employees incorporate the ethical values of the organization into their concept of who they are and the obligations that come with being members of that organization. This new sense of self for employees at every level is the most potent of the four factors that are necessary to build an ethical workplace culture; nevertheless, it cannot be developed without the other three. If employees define themselves and the things that are important to them in terms of the values that the organization upholds, then those employees will always make an effort to behave in a manner that is congruent with those values.

To offer a notable example, the leaders of Coca-Cola have maintained their values in the Five Ps. The values that are articulated in terms of ethics by the company's employees are as follows:

People: "We are a great place to work where people are inspired to be the best they can be."

Planet: "We are a responsible global citizen that makes a difference."

Partners: "We nurture a winning network of partners and build mutual loyalty."

Portfolio: "We bring to the world a portfolio of beverage brands that anticipate and satisfy people's desires and needs."

Profit: "We maximize return to shareowners while being mindful of our overall responsibilities."

Each of these tenets was then translated into particular goals that were intended to be carried out all throughout the world.

Research has shown that employees who have an ethical working self-concept are more likely to exhibit the greatest levels of ethical judgment and action, as well as the drive to go above and beyond what is required of them in their job description. However, employees will only make investments of this kind if the organization they work for takes responsibility for establishing and upholding the first three pillars of an ethical workplace culture. The tale of Coca-Cola demonstrates that a strong source of value can be unlocked by bringing together the personal goals of individuals with the work that they do.

HR Role in Creating an Ethical Workplace

Aristotle famously said that rather than always pursuing the ideal, culture should strive toward attaining the medium between extremes of too much and too little. When moral fortitude is overdone, it may lead to a sense of superiority. When it comes to moral bravery, insufficient amounts might lead to cowardice. Cultures of character that make ethics realistic, achievable and appropriate to the complex demands of contemporary work may be developed in workplaces in which employees seek a balanced, pragmatic approach to carrying out their ethical values.

Understanding that excellent work can only be maintained in an ethical culture inside the workplace is maybe the single most crucial aspect for HR professionals to keep in mind. Work that not only has a high technical quality but also is pursued ethically and is socially responsible and that employees find interesting and pleasurable only occurs dependably in businesses that strive to cultivate a culture of character.

The purpose of this study is to investigate the specific role that HR professionals play in the formation of ethical workplace cultures, including the establishment of an organizational ethos and the promotion of trust, the methodical examination of both means and outcomes, the application of consistency and repetition, as well as the protection and promotion of ethical standards.

Ethics, Ethos and building Trust

The behaviors of the members who make up an organization are what determine its culture and ethos, which in turn determines its ethical environment. The ethics of management, which include policies governing how individuals should be treated and how they should conduct themselves, are the root cause of these behaviors. It should come as no surprise that HR departments play a significant role in the formation of an organization's culture and values.

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The values of ethics and ethos mutually support and encourage one another in an ethical workplace culture. The manner in which members of the organization should interact with one another as well as with customers is discussed in an honest and direct manner by both managers and staff members. In addition to this, they have a profound comprehension of the duties and responsibilities that they owe to owners, investors, the local community and the natural environment. These ideas and values are then expressed by management in the form of systems, policies and practices, which are then investigated to see whether or not they correspond to the organization's values. Ethics and ethos, when maintained with care, build trust, which is essential to increasing the involvement and dedication of employees as well as the satisfaction of consumers and clients. HR professionals are able to unlock employees in channeling their energy toward the accomplishment of the organization's mission when they successfully carry out their crucial ethics in building the ethical culture of their workplace.

To put it another way: strong ethics generate high trust. A high level of trust results in a high level of performance.

Means and Outcomes

Up until fairly recently, practitioners concentrated on legal ethical compliance programs and people practices, while scholars researched the ethical components of workplace culture under the concept of organizational justice. However, in today's world, academic researchers and practitioners alike are coming to the realization that an ethical workplace culture is the direct outcome of variables that are supported by research and practices that have stood the test of time. The strategies for building an ethical workplace culture and the consequences produced by such a culture are summarized in the model (Table 1) that can be found above. The capacity to mold a culture of ethics in the workplace is indisputable proof that management talents are ethical.

Consistency and Repetition

The HR personnel have to work with one another in a coordinated manner and reach out to other areas of the organization to complement their work if they want to develop a workplace culture that is ethical. The Human Resource Management (HRM) and related functions are the key to developing and sustaining a culture of ethics in the workplace. Consistency and repetition are the two most ethical aspects of this process. Collaboration is the first step in achieving consistency; it involves crossing organizational barriers in order to integrate the work of many departments and functions. Employees are assisted in framing the challenges they face in terms of the organization's ethical and mission-driving values when the message is reiterated at multiple levels, departments and geographical locations. This serves to remind managers of the ethical expectations that are placed on their employees.

Guarding and Championing Ethics

It is expected of RS practitioners to both display and foster integrity, as well as an appreciation for the significance of such behavior in sustaining an organization.

When doing so, practitioners are expected to the expectation that they will comply with all relevant legal duties in both the spirit and the text of the law. It is reasonable to anticipate that practitioners will have a deep sense of justice and a dedication to diversity, equal opportunity and intergenerational parity. Practitioners should represent these values both in their words and in the acts that they do.

Human resource professionals serve as both guardians and champions of workplace culture. This includes the culture's ethical content, ethical adequacy and ethical consistency. As professionals who are entrusted with the time, talent and potential of people in pursuit of their organization's mission, human resource professionals serve as both guardians and champions of workplace culture.

In their roles as guardians, HR professionals have a responsibility to safeguard the people, customers and clients of their enterprises against behavior that degrades or destroys value. The most important tool that HR professionals exhibit is a culture of ethical conduct.

HR professionals who take on the role of champions may contribute to the success of their workplaces. Trust may be built and human growth can be advanced when an organization's culture makes it a time for all of its members, at all times, in all of their operations, to work for values that transcend the organization itself. HR professionals have more sway than anybody else over the factors that contribute to a culture of trust in the workplace.

Research Based Model

Ethical Workplace Culture

Ethical Levers at Work

The first five levers all have to do with the basis of an ethical culture, compliance and concern for ethical clarity. This refers to the degree to which managers and employees understand and are able to apply the values, regulations and rules that they are expected to respect. When the organization's values, norms and rules are not tangible and relevant to their work, ethics suffers as a result. A ethical ethical stance and the ability to act ethically are prerequisites for compliance. The vast majority of employees will repress their ethical opinions if the relevant ethical concerns are not well explained or if they believe

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they do not possess the employees necessary to put their ethical judgment into action:

- Managerial competence
- Compliance
- Fairness
- Trust in Managers that is driven by their Motives
- The concept of self-work that is ethical
- A culture that promotes ethical behavior in the workplace

Communication with an Ethical Compass

Studies have shown that an overwhelming majority of employees will disregard their own ethical assessment of a situation in favor of accepting an ethically questionable interpretation if it is communicated to them by their manager, making ethical communications between managers and employees absolutely necessary.

It is important for management to provide a clear message about their commitment to ethics and one way to do this is by informing employees that ethical processes are followed, that ethical activities will be acknowledged and that unethical actions will be penalized.

Fairness Levers

The principle of fairness serves as the foundation for an ethical culture in the workplace. Because employees evaluate fairness in terms of both organizational decision-making and interpersonal treatment, the levers connected to fairness make up the most complex aspect of a workplace culture. The respect for the rights of employees, the respect for the dignity of employees, the contribution of employees, the fairness in decision-making and the consistency in decision-making are all fairness levers.

Motive-based Trust Levers

Employees have faith in their managers and leaders when those managers and leaders openly acknowledge the value conflicts that can and will arise as a result of pursuing performance objectives and when those managers and leaders resolve those conflicts by adhering to the ethical values and expectations of the organization.

Levers for an Ethical and Self-conceptually Sound way of Working

The fourth group of levers refers to the concept of an ethical working self-concept and focuses mostly on the character traits that the organization seeks to cultivate in its employees, managers and staff leaders.

The degree to which employees connect with the self-transcending values of their organization is a good indicator of the strength of their character in the workplace and enhances the chance that they will behave in a manner that is congruent with the ethical aims of the organization.

Onboarding

The culture of your workplace will be determined, in the end, by the people you choose to recruit, select and promote. Therefore, the beginning of each employee's experience with your organization, often known as the onboarding process, is the greatest location to start establishing an ethical workplace. New employees are most receptive to the business's norms, values and expectations during the period of their onboarding when they are just getting to know their coworkers and the organization. It is far simpler to instill ethical workplace values and expectations right from the beginning than than to attempt to modify them after employees have been socialized members of the organization.

Programs Focusing on Ethics and Compliance

The most obvious and significant component of an ethical workplace culture is often a formal ethics and compliance program. This is the case in the majority of firms. The most successful ethics and compliance programs are tightly integrated with training and development departments as well as senior management strategies. In most organizations, the ethics and compliance programs are managed by the legal department and they frequently report directly to the general counsel. HRM professionals who want to develop an ethical workplace culture need to understand the structure and requirements of their organization's ethics and compliance programs in order to incorporate them into an ethical culture and a business plan.

Pay, Performance, Promotion and Procedures

The evaluations that employees make about the fairness of decisions involving compensation, performance, promotion and procedures create the "make or break" difference between a compliant ethical culture on the one hand and a positive or virtuous ethical culture on the other hand. The decision-making criteria for compensation, performance and promotion in compliant ethical cultures are only loosely understood and articulated and they do not expressly define or weight ethical values and behaviors. In addition, the procedures that are used in compliant cultures to arrive at decisions on salary, performance and promotion are enforced in a passive or sporadic manner. Inconsistent application practices are not treated as a subject of ethical concern and are not rectified in a standardized manner.

Taking up a Leadership Role Oneself

The cornerstone of an ethical workplace culture is leadership that serves as a role model for employees by adhering consistently to the organization's rules and procedures as well as the organization's values that are driven by its mission and transcend self-interest. Employees are more likely to believe in and connect with the self-transcending, mission-driven values of the company if they

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are consistently shown positive role models. The most successful ethical workplace cultures regularly schedule ethics and values "reset" sessions for their leaders. During these sessions, supervisors at all levels are reminded of the company's fundamental, mission-driving values and are brought up to speed on the most recent ethical issues that are confronting the organization. They are also given assistance in developing their own communication methods to restate those values to their direct reports and to define the ethical dilemmas that they face.

Training and Professional Advancement

Training and development for employees places an emphasis on work competency as well as career advancement. It also often includes ethics training that is applicable to the sector as a whole and is frequently provided via pre-packaged programs. Employees who perceive their work as a "calling" rather than a career or simply a job are found to be three to four times more likely to be very happy with their positions and less likely to quit their companies. This is in comparison to employees who view their work as a career rather than a job.

Workplace Communications and Routines

The official and informal conversations that employees have with one another about their day-to-day work experience are a valuable resource for building the culture of an ethical workplace. A high level of inclusion, respect and support for one another are hallmarks of effective communication. The positive sensations that are produced as well as the human connections that are confirmed around these ethical values boost group problem solving of ethical dilemmas and open up deeper collections of resource and action. The well-documented "broadening and building" influence of these positive emotions is particularly crucial for right thinking ethical cultures as they endeavor to resolve the internal contradictions among their basic values into ever better forms of performance.

Conclusion

The development of a policy-making and relationship-building skill set, as well as an equal focus on both procedures and values, are both equal components in the construction of an ethical culture in the workplace. Structure-related considerations such as defined standards, training and codes are important. In a utopian workplace, the institutions and interactions all work together to support a set of fundamental values that go beyond individual concerns. When employees are motivated to do what's right, even when it's difficult to do the right thing, core values will drive value-creating initiatives. This will lead to increased shareholder value. Because the work itself is important and calls for the kind of collaboration that can only be fostered by ethics that are positive and

virtuous, the ethics that govern our workplace cultures are important. Compliance will keep us out of trouble, but virtuous ethics will produce value for both our coworkers and our organization as a whole.

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